

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Impact Fulfillment Services Inc

North Carolina Manufacturing Extension Partnership

Impact Fulfillment Services Uses Lean for Expansion

Client Profile:

Impact Fulfillment Services, founded in 1998, is a full service contract packaging and logistics company. The products packaged by Impact are put into diverse promotional vehicles, such as counter units, blister packs, shrink wrap, shrink sleeves, floor stands and pallet displays. Impact employs 78 people at its facility in Burlington, North Carolina.

Situation:

Impact was faced with insurmountable competition, globally. The leadership knew that in order to grow they needed to reduce waste and streamline processes. Their goal was to improve their processes to a level that they would be vying for work from a Fortune 100 customer. Impact contacted the North Carolina Manufacturing Extension Partnership (NC MEP), a NIST MEP network affiliate, for assistance.

Solution:

NC MEP chose Lean to accomplish Impact's goal to reduce waste in order to facilitate orders on a quicker basis. NC MEP facilitated Lean 100, Lean Champion, and Lean Office training, in addition to a Kaizen event, for company employees. Impact employees are required to unpack and repackage consumer products into groups. Each product has its own cell of workers where raw material comes in, and, within sight of the cell workers, the finished product is completed. An example of the final product stands were everyone can see. These cells and the visual cues are the result of Lean training provided by NC MEP. Each project has a work order, a document based on bar codes, that follows a product from delivery in the warehouse to loading on the truck. The all-in-one document, another Lean idea, allows quality assurance for supervisors to know where inventory is at all times. As a result of NC MEP's Lean program, Impact secured a contract with a leader in consumer product manufacturing.

Results:

- * Increased sales by \$52 million.
- * Retained sales of \$26 million.
- * Realized \$1.36 million in cost savings.
- * Increased productivity by 25 percent.

Testimonial:

"People who went through the Lean training take ownership of the process. Each group knows we're going to listen to their ideas and are willing to support their suggestions with whatever resources are required."

Tom Zone, Vice President

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